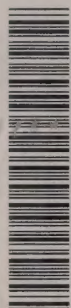


Ontario Hydro-Electric Power Commission

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The Organization
of
The Hydro-Electric Power Commission
of Ontario



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The Organization
of
The Hydro-Electric Power Commission
of Ontario



THE HYDRO-ELECTRIC POWER COMMISSION OF ONTARIO
620 UNIVERSITY AVENUE - TORONTO, ONTARIO

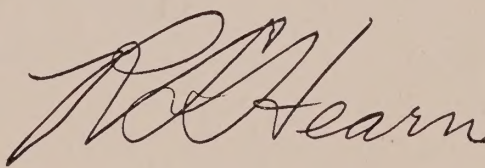


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This brochure contains a brief explanation of the new organization of The Hydro-Electric Power Commission of Ontario, which is being implemented as rapidly as circumstances permit. At the present time, February, 1948, all Regional Offices, except the Niagara and East Central, with headquarters at Niagara Falls and Belleville, respectively, are temporarily located in Toronto.

The purpose of issuing the brochure is to present a general idea of the new organization to officials of municipalities, customers and manufacturers who regularly transact business with the Commission or with members of its staff.

A handwritten signature in cursive script, reading "R. L. Hearn". The signature is fluid and elegant, with the first letters of the first and last names being capitalized and prominent.

General Manager and Chief Engineer

February, 1948

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The Organization of The Hydro-Electric Power Commission of Ontario

Introduction

CONFRONTED with an unprecedented demand on its facilities and a corresponding overload on all of its functions, the Commission, in 1946, deemed it advisable to review very carefully its organization. It seemed obvious that the organization of the future would have to find the solution for almost staggering technical problems and that concurrently it would be required to effectively serve co-operating municipalities and direct customers during a difficult period of expansion. Appreciating the complexity of the problem and the value of sound, unbiased opinions regarding the most suitable type of organization to cope with the situation, a firm of Industrial Consultants was engaged to make a complete study of the matter and to make appropriate recommendations for a reorganization plan based on three cardinal principles:

1. The organization must serve the customers of the Commission in a manner they have a right to expect.
2. The organization must possess Administrative convenience.
3. The organization must be flexible and adaptable to changes which will admit keeping pace with the requirements of the Commission.

General

THE CONSULTANTS made an exhaustive survey of the entire organizational structure, including operational procedures and public relations channels, and recommended a plan of organization which was accepted by the Commission. The general features of this plan are indicated as follows:

Chart I, Organization Plan—General.

Chart II, Typical Organization of a Large Region.

Map showing Geographic Boundaries of Regions and Areas.

In broad general terms the organization (see Chart I) covers three main functions—policy making, policy interpretation, and action. It provides all supervisors with authority to take prompt and decisive action on any matters within their purview and to quickly initiate action on any matters which may be brought to their attention.

The COMMISSIONERS constitute the final authority on important policy decisions.

The GENERAL MANAGER and CHIEF ENGINEER is responsible for the over-all administration of the three Branches of the organization—Administration, Engineering, and Personnel, and of the Secretarial Section.

The SECRETARY is responsible for special assignments and for co-ordinating recommendations to the Commission, etc.

The ASSISTANT GENERAL MANAGER—ADMINISTRATION, the ASSISTANT GENERAL MANAGER—ENGINEERING, and the MANAGER OF PERSONNEL are responsible for the administration of their respective Branches and they are provided with a staff of officers whose share of the responsibility is for the development of policy in their particular fields and for ensuring that approved policies are observed throughout the Commission,

Administration

THE Assistant General Manager—Administration is responsible for Operations, Consumer Service, the Comptroller function, and the over-all administration of the nine Regions, the geographic boundaries of which are shown on map. Each of his Directors is represented by an officer with corresponding responsibilities on the staff of the Regional Managers. There is also on this staff a representative of the Personnel Branch. The direct channel of authority for these functional officers is through their respective managers. However, the organization takes into account the practical considerations of the problems common to consumers, the Commission, and its employees and makes adequate provision for direct dealing between consumers and the specialists in the various fields and between all of the functional specialists themselves.

The nine Regional Managers are charged with the responsibility of administering the day-to-day activities of the Commission within their respective regions, excluding engineering and construction projects. (See Chart II). Their headquarters are located at strategic centres with a view to facilitating prompt and appropriate action on matters of immediate concern. In addition to their advisory staffs, referred to earlier as representatives of the Directors and of the Personnel Branch, each Regional Manager has reporting to him a number of Area Managers whose activities heretofore have been confined to the operation and maintenance of rural distribution systems, but whose responsibility will be broadened to include any problems arising in their respective areas.

In comparison with the former organization, which was highly centralized, the new type consists of nine separate offices, each equipped to serve the region in which it is located. The Regional Managers are responsible for the operation and maintenance of all Commission properties and for all matters pertaining to consumer relations within their respective regions. In this they will be given assistance and direction from the offices of the Director of Operations, the Director of Consumer Service, the Comptroller and the Manager of Personnel in order to ensure that practices and procedures shall be uniform in all regions.

As mentioned at the outset, the principal consideration which led to the adoption of a decentralized type of operating organization is the advantages it affords municipalities and customers through placing the Commission in a better position to serve them and to reduce delays in giving attention to their needs. The Regional Managers have been impressed with the importance of this phase of their work and they recognize their responsibilities in this regard. However, in order that they may render maximum service they must be kept informed of the needs of municipalities and customers at all times. Therefore, with a view to establishing effective and mutually profitable working relationships, correspondence should be directed to the Regional Managers. Although this is a radical change in the procedure followed heretofore, it is hoped that as time goes on and confidence is gained in the effectiveness of direct communication between the officers of municipalities and consumers and the Regional Managers that most of the requirements of the Commission's customers will be made known to the Managers and that the matters will be dealt with promptly and to the complete satisfaction of the customer.

Engineering

THE Assistant General Manager—Engineering is responsible primarily for procuring sites, designing and constructing power developments, together with transmission lines, transformer and distributing stations, etc., and for maintaining an engineering consulting service for the Commission. With a view to providing adequate facilities for planning and integrating the complex situations involved in the work of the branch four main functional divisions have been established, viz., Engineering, Construction, Supply, and Research. Each of these is headed by a Director, and in the case of engineering and construction, which are so closely interrelated with planning and scheduling, a Deputy Assistant General Manager—Engineering is responsible for heading up these functions.

In practice, a project is dealt with as outlined briefly hereunder:

Planning

Forecasts of growth in demand and of prospective customers estimated by the Operations Division of the Administration Branch and having the approval of the General Manager and Chief Engineer, are passed to the System Planning Engineer, who is responsible for determining the facilities needed to meet the forecasted growth or needs of prospective customers. This involves the preparation of cost estimates requiring joint consideration by the System Planning Engineer, the Program Planning and Control Engineer, the Comptroller, and the Directors of Engineering, Construction and Supply.

After the appropriations required to provide the needed facilities have been approved by the Commission, the Program Planning and Control Engineer prepares the necessary programs, budgets, and schedules to allow the Directors of Engineering, Supply, and Construction to proceed with their respective parts of the project.

Engineering

The Director of Engineering is responsible for securing the necessary property or rights required and for allocating the work to the engineering departments involved. These departments conduct the field surveys, collect all pertinent information, and prepare the necessary plans and specifications to enable the Construction and Supply Divisions to construct and equip the facilities ready to provide the services required.

The Director of Engineering is also responsible for inspecting the work in progress to ensure that it conforms with the specifications, and for testing the equipment. After satisfactory tests have been passed the new facilities are released to the Administration Branch for operation.

Supply

The Director of Supply is responsible for procuring, inspecting, and shipping materials, equipment and Supplies in accordance with Engineering Department and Construction Department specifications. He is also responsible for maintaining operating reserve stores.

Construction

The Director of Construction is responsible for providing the construction equipment and for erecting the generating, transmission and distribution facilities, etc., in accordance with Engineering Division specifications.

Research

The Director of Research is responsible for conducting research programs on electrical, chemical, structural, and mechanical problems related to the activities of the Commission. He also provides assistance in the setting of standards for the Engineering and the Supply divisions, and advises on appropriate tests. The laboratory under his direction conducts tests on materials and equipment for the Director of supply.

Personnel

PERSONNEL is a service branch for the entire organization.

The Manager of Personnel is responsible for the personnel policies of the Commission and for supervising their application. In this connection five functional departments contribute to the work, Personnel Planning, Training, Medical, Collective Relations and Research.

A Personnel Officer is attached to the staff of each Regional Office and to each major construction camp. These officers keep in close touch with the Personnel Branch at Head Office, obtaining interpretations, guidance, or advice with a view to maintaining uniform personnel practices throughout the Commission.

THE HYDRO-ELECTRIC POWER COMMISSION OF

HON. GEO. H. CHALLIES
1st Vice-Chairman



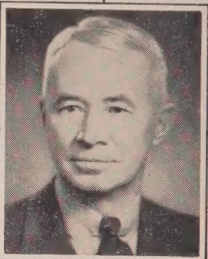
ROBERT H. SAUNDERS
C.B.E., K.C.



C. CARRICK
Solicitor



R. L. HEARN



PERSONNEL BRANCH



JOHN DIBBLEE
Manager of Personnel

ENGINEERING BRANCH



DR. O. HOLDEN
Assistant General Manager
Engineering

- DEPARTMENTS
- Personnel Planning
 - Training
 - Medical
 - Collective Relations
 - Research

A. H. FRAMPTON
Deputy Assistant General
Manager—Engineering



System Planning
Engineer

Program Planning
& Control Engineer

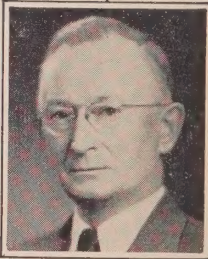
Director of
Engineering



D. FORGAN
Director of
Construction

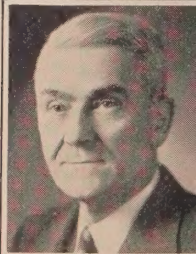


H. BECK
Director of Supply



W. P. DOBSON
Director of Research

PROJECT
MANAGERS



E. R. LAWLER
Toronto Region

ONTARIO — ORGANIZATION PLAN



W. ROSS STRIKE, K.C.
2nd Vice-Chairman



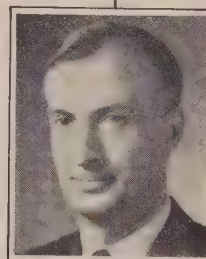
R. T. JEFFERY
Consultant on
Municipal Affairs

an
Manager
Chief Engineer

ADMINISTRATION BRANCH



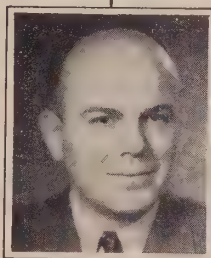
A. W. MANBY
Assistant General Manager
Administration



E. B. EASSON
Acting Secretary



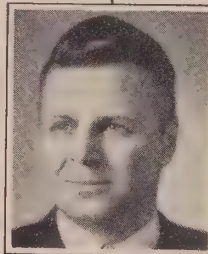
H. D. ROTHWELL
Administrative Assistant
Regions



J. M. HAMBLEY
Director of Operations

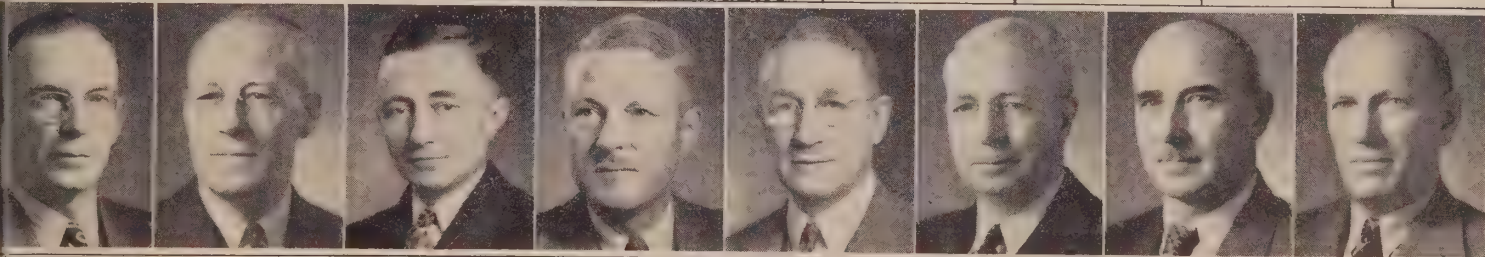


M. J. McHENRY
Director of Consumer Service



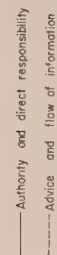
E. H. BANKS
Comptroller

REGIONAL MANAGERS



J. ROBERTSON Niagara Region	R. M. McKENZIE West Central Region	R. M. LAURIE Western Region	D. G. FERGUSON Georgian Bay Region	L. G. DANDENO East Central Region	O. S. LUNEY Eastern Region	H. H. LEEMING North Eastern Region	D. I. NATTRESS North Western Region
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TYPICAL ORGANIZATION OF A
LARGE REGION.



The Classification of Stations, Municipalities, and Rural Operating Areas by Regions

Toronto Region

STATIONS

Bridgman
Cooksville
Fairbank

Leaside
New Toronto
Scarboro

Strachan
Wiltshire
York

MUNICIPALITIES

Agincourt
Aurora
Bolton
Brampton
†Bronte
Campbellville
East York Twp.
Etobicoke Twp.
Forest Hill
Georgetown
Leaside (operated by Toronto)

Long Branch
Markham
Milton
Mimico
Newmarket
New Toronto
North York Twp.
†Oakville
Port Credit
Richmond Hill
Scarboro Twp.

Stouffville
Streetsville
Sutton
Swansea
Toronto
Toronto Twp.
Trafalgar Twp.
Weston
Woodbridge
York Twp.

RURAL OPERATING AREAS

Brampton
Markham

Richmond Hill
Sutton

Woodbridge

†Direct-contract municipalities.

Niagara Region

STATIONS

Crowland
DeCew Falls 60-cy.
DeCew Falls 25-cy.

Niagara
Ontario Power
Port Colborne
Queenston

Thorold
Toronto Power G.S.
Toronto Power T.S.

MUNICIPALITIES

Beamsville
Chippawa
Dunnville
Fonthill
Grimsby

Merritton
Niagara Falls
Niagara-on-the-Lake
Port Colborne
Port Dalhousie
Queenston

St. Catharines
Smithville
Stamford Twp.
Thorold
Welland

RURAL OPERATING AREAS

Beamsville

Niagara

Welland

Western Region

STATIONS

Essex
Kent

London
St. Clair

St. Thomas
Woodstock

MUNICIPALITIES

Ailsa Craig
Alvinston
Amherstburg
Arkona
Aylmer
Beachville
Belle River
Blenheim
Bothwell
Brigden
Burgessville
Chatham
Comber
Cottam
Courtright
Dashwood
Delaware
Dorchester
Dresden
Dutton
Embro
Erieau
Erie Beach
Essex
Exeter

Forest
Glencoe
Granton
Harrow
Hensall
Highgate
Ingersoll
Kingsville
Lambeth
LaSalle
Leamington
London
London Twp.
Lucan
Merlin
Mount Brydges
Newbury
Norwich
Oil Springs
Otterville
Parkhill
Petrolia
Point Edward
Port Stanley
Ridgetown

Riverside
Rodney
St. Clair Beach
St. Thomas
Sarnia
Springfield
Strathroy
Tecumseh
Thamesville
Thedford
Thamesford
Thorndale
Tilbury
Tillsonburg
Wallaceburg
Wardsville
Watford
West Lorne
Wheatley
Windsor
Woodstock
Wyoming
Zurich

RURAL OPERATING AREAS

Aylmer
Blenheim
Bothwell
Chatham
Delaware
Dorchester
Essex
Exeter
Forest

Harrow
Ingersoll
Kingsville
London
Lucan
Merlin
Norwich
Oil Springs
Ridgetown

St. Thomas
Sarnia
Tillsonburg
Wallaceburg
West Lorne
Windsor
Woodstock

West Central Region

STATIONS

Bartonville
Brant
Burlington
Dundas

Firestone
Gage
Guelph
Hamilton

Kitchener
Preston
St. Marys
Stratford

MUNICIPALITIES

Acton
Ancaster Twp.
Ayr
Baden
Blyth
Brantford
Brantford Twp.
Bridgeport
Brussels
Burford
Burlington
*Burlington Beach
Caledonia
Cayuga
Clifford
Clinton
Delhi
Drayton
Drumbo
Dublin

Dundas
Elmira
Elora
Fergus
Galt
Goderich
Guelph
Hagersville
Hamilton
Harriston
Hespeler
Humberstone
Jarvis
Kitchener
Listowel
Lynden
Milverton
Mitchell
Moorefield
New Hamburg

Palmerston
Paris
Plattsville
Port Dover
Port Rowan
Preston
Princeton
Rockwood
St. George
St. Jacobs
St. Marys
Seaforth
Simcoe
Stoney Creek
Stratford
Tavistock
Waterdown
Waterford
Waterloo
Wellesley

RURAL OPERATING AREAS

Brantford
Burlington
Cayuga
Clinton
Dundas

Elmira
Guelph
Kitchener
Listowel
Mitchell

Saltfleet
Simcoe
Stratford

*Commission-owned municipalities.

Georgian Bay Region

STATIONS

Bala
Barrie
Big Chute
Big Eddy
Eugenia

Fergusonvale
Hanna Chute
Hanover F.C.
Hanover G.S.
Ragged Rapids

South Falls
Trethewey
Walkerton
Wasdells

GEORGIAN BAY REGION—*Continued*

MUNICIPALITIES

Alliston	Hanover	Priceville
Arthur	*Hepworth	Ripley
*Bala	Holstein	Rosseau
Barrie	Huntsville	Shelburne
Beaverton	Kincardine	Southampton
Beeton	Kirkfield	Stayner
Bradford	Lucknow	Sunderland
Brechin	*MacTier	Tara
Cannington	Markdale	Teeswater
Chatsworth	Meaford	Thornbury
Chesley	Midland	Thornton
Coldwater	Mildmay	Tottenham
Collingwood	Mount Forest	Uxbridge
Cookstown	Neustadt	Victoria Harbour
Creemore	Orangeville	Walkerton
Dundalk	Owen Sound	Waubauskene
Durham	Paisley	Wiarton
Elmvale	Penetanguishene	Windermere
Elmwood	*Port Carling	Wingham
Flesherton	Port Elgin	Woodville
Grand Valley	Port McNichol	
Gravenhurst	Port Perry	

RURAL OPERATING AREAS

Alliston	Hawkestone	Shelburne
Bala	Huntsville	Stayner
Barrie	Midland	Uxbridge
Bracebridge	Orangeville	Walkerton
Cannington	Owen Sound	Wingham

*Commission-owned municipalities.

East Central Region

STATIONS

Auburn	Lakefield	Port Hope
Fenelon Falls	Lehigh	Ranney Falls
Frankford	Lindsay	Seymour
Frontenac	Myersburg	Sidney G.S.
Hagues Reach	Oshawa No. 1	Sidney T.S.
Heely Falls	Oshawa No. 3	Sills Island

MUNICIPALITIES

Bath	Brighton	*Frankford
Belleville	Cobourg	Hastings
Bloomfield	Colborne	Havelock
Bowmanville	Deseronto	Kingston

EAST CENTRAL REGION—MUNICIPALITIES—*Continued*

Lakefield
Lindsay
Madoc
Marmora
Millbrook
Napanee
Newcastle

*Newburgh
Norwood
Omeme
Orono
Oshawa
Peterboro
Picton

Port Hope
Stirling
Trenton
Tweed
Warkworth
Wellington
Whitby

RURAL OPERATING AREAS

Belleville
Bowmanville
Brighton
Cobourg
Fenelon Falls

Frankford
Kingston
Lakefield
Millbrook
Minden
Napanee

Norwood
Oshawa
Peterboro
Picton
Tweed

*Commission-owned municipalities.

Eastern Region

STATIONS

Barrett Chute
Calabogie
Carleton Place

Chats Falls
Cornwall
Galletta
High Falls

Ottawa
Riverdale
Smiths Falls

MUNICIPALITIES

Alexandria
Almonte
Apple Hill
Arnprior
Athens
Braeside
Brockville
Cardinal
Carleton Place
Chesterville

Cobden
Finch
Iroquois
Kemptonville
Lanark
Lancaster
Martintown
Maxville
Morrisburg
Ottawa

Perth
Prescott
Renfrew
Richmond
Russell
Smith Falls
Westport
Williamsburg
Winchester

RURAL OPERATING AREAS

Arnprior
Brockville
Carleton Place

Delta
Martintown
Ottawa
Perth

Plantagenet
Renfrew
Winchester

North Eastern Region

STATIONS

Bingham Chute
Canyon
Cobalt
Coniston
Crystal Falls
Elliott Chute
Fountain Falls
Hound Chutes

Hunta
Indian Chutes
Kirkland Lake
Larder Lake
Lower Sturgeon
Matabitchuan
McVittie
Nipissing

Pamour
Sandy Falls
Schumacher
Stinson
Timmins
Upper Notch
Wawaitin

MUNICIPALITIES

Capreol
*Callander
*Cobalt
*Earlton
*Elk Lake Townsite
*Englehart
*Haileybury

*Hislop Townsite
*Kearns Townsite
*King Kirkland Townsite
*Kirkland Lake (incl. Swastika)
*Matachewan Townsite
*Mooretown Townsite
*New Liskeard

North Bay
*Nipissing
*Powassan
*Ramore-Matheson Townsite
*S. Porcupine
Sudbury
*Timmins (incl. Schumacher)

OPERATING AREAS

Kirkland Lake
Matheson

Manitoulin
New Liskeard
North Bay

Sudbury
Timmins

*Commission-owned municipalities.

North Western Region

STATIONS

Alexander
Cameron Falls

Ear Falls
Port Arthur

Rat Rapids

MUNICIPALITIES

*Atikokan
*Beardmore Townsite
*Cottage Cove

Fort William
*Geraldton Townsite
Nipigon Township

Port Arthur
*Red Lake Townsite
†Sioux Lookout

OPERATING AREAS

Geraldton

Rainy River

Thunder Bay

*Commission-owned municipalities.

†Direct-contract municipalities.



